

Town of Addison  
Citizen's Advisory Committee:

Environmental Design  
Observations and Recommendations

May 25, 2007  
Final

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## Executive Summary

The Town of Addison's City Council charged the Environmental Design Committee (the "Committee") with exploring "*the different ways in which Addison can be a more environmentally conscious organization...*" The Committee's mission was left intentionally broad to allow for discussions on a wide range of topics so that the Committee could eventually provide a variety of recommendations for the City Council to consider.

Current and past leadership of the Town of Addison ("Addison") seem to have truly embraced the philosophy that "Design Matters." For instance, Addison is already nationally known for its "New Urbanism" as a result of the award-winning Addison Circle development. Other prime examples include the Addison Theater Centre, the Midway Bridge, and the Redevelopment of Beltline Road project. These efforts provide conclusive evidence that the Town has truly embraced the philosophy that "Design Matters."

The Addison of tomorrow, as reflected in the Addison 2030 Vision Project, will not only require the continued embracement of these progressive design principles, but should showcase at least one additional basic philosophy. The Committee strongly recommends that Addison embrace the design principle of "sustainability" to achieve the quality of life goals for 2030 and beyond.

Although the concept of sustainability is broad in nature, its fundamental tenet is that how we *work, play and live* today should not jeopardize the lifestyles of future generations. Essentially, today's decisions need to weigh tomorrow's impact.

Managing by embracing the basic tenets of sustainability will greatly assist Addison in attaining the goals set out in the 2030 Vision Project. Through the "magic" of this concept, Addison can improve the quality of life for all its residents, reduce use of key resources (including dollars), and create synergy with the Town's New Urbanism efforts. As a sustainable community, Addison will further differentiate itself from surrounding suburban and urban communities.

A key recommendation of the Committee is that Addison further its leadership in New Urbanism by establishing the redevelopment of the Brookhaven Village Project as one of the nation's initial "green" built New Urbanism redevelopments. We propose that an exploratory meeting be held with the developer, Addison personnel, and local representatives of the US Green Building Council in attendance. This meeting could help define how "greening" of this redevelopment would benefit the developer, Addison, and the future residents of this project. Incorporating sustainability into the Brookhaven redevelopment would further elevate the project, making it a model for progressive urban planning and creating a showcase that highlights the benefits of a sustainable lifestyle in Addison, Texas. Note that the Business Development Committee is also making this recommendation.

The Committee believes the recent acquisition of the Addison Train Depot creates a timely opportunity for the Town to model its new commitment to sustainability/building "green" through incorporating many of this report's recommendations into this heritage project.

This report outlines the Committee's critical suggestions and recommendations for initiation and continuance of the sustainability process. Many of these recommendations duplicate and/or support those of other committees. Among these recommendations we consider the following to be the most important:

- Form a standing Sustainability Committee composed of Addison citizens, representatives of the business community, and staff. This committee would develop and provide oversight for the implementation of an Addison Sustainability Program to maintain and enhance the quality of life for Addison residents, visitors and businesses.
- Continue implementation of "New Urbanism" principles supporting compact, efficient urban neighborhoods, including redevelopment of the Brookhaven Village Project.
- Adopt, green building programs and standards such as Leadership in Energy and Environmental Design ("LEED"), the national benchmark for high-performance green buildings.
- Retain the services of a LEED Accredited Professional® to assist the Town and the Sustainability Committee in the development and implementation of a green building program.
- Revise Addison's mission statement to include language recognizing the importance of sustainability: A dynamic, progressive, quality atmosphere in which to *work, play and live* with an emphasis on *sustainable* growth.
- We encourage the Town to focus part of its business development efforts toward creating a climate which attracts entrepreneurs to choose Addison as a home to *work, play and live*.

Enacting programs that encourage sustainability would help Addison maintain its high standard of living and achieve many of the goals of the 2030 Vision Project:

- Commitment to design aesthetics
- Cultivation of Addison's brand as an entertainment destination
- Choices for mobility throughout the community
- Residential and business quality of life
- Efficacy of Addison Airport
- Maintenance of a low tax rate

The quality of life for everyone who *works, plays and lives* in Addison is affected by the choices each of us makes in how we utilize and manage our resources. Fundamentally, making our way of life more sustainable involves being "smart" about the way we *work, play and live*. Failing to actively manage for sustainability may jeopardize the achievement of Addison's goals as previously set forth in the 2030 Vision Project.

"Sustainable communities are defined as towns and cities that have taken steps to remain healthy over the long term. Sustainable communities have a strong sense of place. They have a vision that is embraced and actively promoted by all of the key sectors of society, including businesses, disadvantaged groups, environmentalists, civic associations, government agencies, and religious organizations. They are places that build on their assets and dare to be innovative. These communities value healthy ecosystems, use resources efficiently, and actively seek to retain and enhance a locally based economy. There is a pervasive volunteer spirit that is rewarded by concrete results. Partnerships between and among government, the business sector, and nonprofit organizations are common. Public debate in these communities is engaging, inclusive, and constructive. Unlike traditional community development approaches, sustainability strategies emphasize: the whole community (instead of just disadvantaged neighborhoods); ecosystem protection; meaningful and broad-based citizen participation; and economic self-reliance."

- *Institute for Sustainable Communities*

Throughout the report, footnotes indicate "hotlinks" to websites with additional information about the specific programs referenced. Each hotlink is shown in the document's endnotes. Hold the "Ctrl" key down and select the link to access the website.

## Recommendations

### A. Development of a Sustainability Program

Embracing sustainable design requires that we think not just about incremental choices such as which light bulbs we place in our fixtures, but also the entire system of how we *work, play and live*, including the transportation choices we make in our daily lives. Perhaps the greatest contribution Addison could make through sustainable design would be to offer residents a community where they can *work, play and live* in the same proximity. New Urbanism embraces this concept by advocating dense, urban neighborhoods that are inherently space and energy efficient. Density is critical to the development of mass transit and New Urbanism further supports this goal. Not only are these spaces efficient, they are also attractive to people looking for a neighborhood in which to *work, play and live*.

An effective sustainability program needs a permanent mechanism for managing initiatives, evaluating alternatives, dealing with topical issues, implementing programs and ultimately evaluating program effectiveness. Essentially, to help us think about the future while making decisions about the present.

We believe that key to the success of this program is implementing a structure that will provide a platform for institutionalizing sustainability into Addison's decision-making process throughout the organization. There are a variety of ways Addison could provide such a program structure.

We recommend that Addison consider appointing a Sustainability Coordinator and forming a standing Sustainability Committee composed of citizens, representatives of the business community, and key staff. The Sustainability Committee would provide program development, guidance, recommendations (including those in this report), and progress updates to the Town Council on a regular basis

Several third party programs and organizations exist to provide support, metrics and information that could assist Addison in becoming a truly sustainable community. We believe that key to the success of any program is implementation of a structure and feedback mechanism that will provide continuity to the sustainability initiative.

1. Adopt the Mayor's Climate Protection Agreement ("MCPA"), which urges federal and state governments to enact policies and programs to reduce global warming pollution levels to 7% below 1990 levels by 2012. Several other North Texas communities such as Arlington, Coppell, Dallas, Denton, Euless, Frisco, Hurst, McKinney, Carrollton, Fairview, Richardson and Westlake have adopted this agreement. Signors also agree to meet or exceed those same targets.<sup>1</sup> Signing this agreement symbolizes Addison's commitment to be in the vanguard of environmental awareness.
2. Joining the International Council for Local Environmental Initiatives ("ICLEI") will facilitate implementation of the MCPA.<sup>2</sup> Signing the agreement is a first step, but implementation of the agreement will be hard work. ICLEI was specifically formed to serve as a vehicle for local communities. Our understanding is that the cost to Addison of joining this organization would be approximately \$600 per year.

3. Adopt the Leadership in Energy and Environmental Design ("LEED") rating system for new Addison buildings and consider ways to encourage adoption of LEED in existing municipal and new commercial buildings/projects.<sup>3</sup> The LEED rating system "was created to transform the built environment to sustainability by providing the building industry with consistent, credible standards for what constitutes a green building." Adopting such a system would significantly lower life cycle costs of buildings and be the first step in linking consumer consciousness with owner/builder choices.

Further, a new report from the United Nations Environment Program ("UNEP"), Sustainable Building and Construction Initiative ("SBCI"), concludes that reducing energy use and improving energy efficiency in buildings will lead to significant gains in efforts to combat global warming.<sup>4</sup>

4. Adopt the Environmental Protection Agency's ("EPA") Energy Star Program, Waste Wise Program, and/or a green procurement program for new purchases of municipal equipment.<sup>5</sup>
5. Partner with other municipalities to broaden and enhance existing environmental programs and provide access to new ones in a cost effective way. For example, some programs, such as drop off recycling centers and mulching of yard waste, may not be feasible because of Addison's limited size and population. However we could easily partner with surrounding communities, such as Plano's mulching facility, to share resources the same way that library and emergency management facilities are currently shared.
6. Incorporate more extensive use of e-mail and other means of electronic distribution (such as websites) rather than physical mail, which is costly, wasteful and slow. Utility bills, newsletters and other correspondence could be distributed to many accounts by e-mail rather than physical mail, reducing the cost. Although all physical mail would not be eliminated, e-mail would reduce the cost substantially and provide more opportunities to communicate with Addison's residents.
7. Sponsor an energy and water use audit program for residents and businesses to evaluate opportunities for more efficient use of resources.
8. Establish a farmers market within walking distance of the Addison Circle area.

## **B. Energy Use Reduction**

1. Evaluate use of a renewable electric provider, such as Green Mountain Energy. Consider negotiating on behalf of Addison residents for a "bulk" discount.
2. Implement conservation programs such as retrofitting and replacement of high-energy use equipment with lower energy use equipment (such as replacing incandescent light bulbs with fluorescent bulbs, replacing standard thermostats with programmable thermostats, and replacing municipal fixtures and equipment with Light Emitting Diode ("LED") lighting systems where practical).

3. Facilitate bulk discounts on energy saving devices for businesses and residents, when appropriate. Perhaps subsidize the replacement of low efficiency equipment with higher efficiency equipment. Mandate that new acquisitions of equipment meet high efficiency standards.
4. Use solar power when appropriate and feasible, such as for outdoor lighting.

### **C. Water Use Reduction**

1. Revise Addison's water rate structure to further encourage conservation among all water use categories i.e. commercial, multifamily, and industrial. See the section on Metrics for an example of how residential water rates could be changed to further discourage consumption and generate additional water revenue for Addison that could be used to support sustainability programs. This same premise applies to other categories of users.
2. Expand water conservation programs by considering requirements for rain/freeze sensors on irrigation systems, retention of storm water runoff in cisterns, use of gray/treated water for irrigation and promotion of water efficient equipment for residents and businesses.
3. Reduce Addison's use of water by planting native species and implementing an Earth-Kind approach to landscaping.<sup>6</sup>
4. Develop a rebate program to subsidize the cost of replacing high water use household appliances with low water use household appliances such as dishwashers, washing machines, faucets, showerheads and toilets. The City of Austin, Texas, has a novel program offering generous rebates for both purchase and installation of toilets. In some cases, the City of Austin will provide up to three free high efficiency toilets to households.<sup>7</sup>
5. Consider permeable paving systems to facilitate ground water recharge.

### **D. Air Pollution Reduction**

A primary source of air pollution is vehicles. To the extent that Addison can reduce the number of vehicles on the road, a major source of air pollution will be reduced. Thus, Addison should concentrate on providing residents more choices for transportation other than conventional, single occupancy, internal combustion vehicles.

1. Evaluate ways Addison can reduce greenhouse gases from the municipal vehicle fleet, such as the use of hybrid, electric, natural gas, or more efficient conventional vehicles.
2. Consider bio-diesel as fuel for vehicles.<sup>8</sup>
3. Increase the number of recreational trails and choices for mass transit for transportation of Addison residents. Current pedestrian/bicycle trails do not serve as effective transportation routes because they do not connect to any other trails throughout the Metroplex. Likewise, Dallas Area Rapid Transit ("DART") routes do not necessarily



facilitate efficient movement within the Town of Addison. Encourage more use of cycling for transportation by installing bike lanes on existing roads that provide access to recreational trails, and providing interconnection with existing cycling routes and trails that cyclists will perceive as safe passage throughout the Metroplex.

4. Consider working with the Rails-to-Trails Conservancy to convert unused rail lines to recreational trails.<sup>9</sup>
5. Pass an ordinance that would prohibit all smoking in Addison restaurants.

#### **E. Solid Waste Reduction**

1. Adopt more aggressive programs for waste reduction and recycling by encouraging residents to utilize recycling as a first choice, and including businesses and apartment complexes in recycling programs. Jointly consult with Addison's current waste vendor to identify new methodologies and more opportunities for recycling and waste reduction.
2. Partner with other cities to provide more opportunities to recycle such as the use of drop off centers.
3. Expand the recycling program to include products that are currently not recycled, such as cardboard, yard waste, and construction waste.

#### **F. Noise Reduction**

1. Continue to reduce noise generated by the Addison Airport by strict management of flight paths and any other appropriate means.
2. Address other sources of noise via Addison's building codes to reduce the noise from commercial businesses that may impact our quality of life.

#### **G. Information and Communication**

Our Committee discussions often revealed that residents and businesses would benefit from having better access to information for making sounder, more sustainable decisions. Distribution of information and communication regarding Addison programs is a high impact, low cost first step toward making Addison a more sustainable community.

1. Sponsor an Earth Day celebration at Addison Circle and utilize the opportunity to educate citizens about their role in sustainability programs. Such an event would provide a platform to raise awareness of sustainability at the same time it showcases Addison as a progressive community.
2. Expand the Addison website to include more information and links about the topics in the report, including energy reduction, energy rebates, tax incentives, and Addison-specific programs. See the appendix for website links to sites that discuss these topics.

- a. Provide links for instructions on building a residential composter.<sup>10</sup>
  - b. Provide links for education on recycling principles and ways to reduce solid waste generation.<sup>11</sup>
  - c. Encourage the use of both green energy electric providers and bio-diesel, and refer residents and businesses to those providers.<sup>12</sup>
  - d. Provide links to green building programs and principles such as LEED.<sup>13</sup>
3. Note the role of wildlife in Addison and the impact of feeding wildlife. Perhaps post “no feeding” signs in appropriate locations.
  4. Expand Addison Arbor Foundation tree-planting program to include promotion of native plant species and responsible lawn care practices.<sup>14 15</sup>

## H. Mission Statement Revision

Current
A dynamic, progressive, quality atmosphere in which to work, play and live with an emphasis on balanced growth
Proposed
A dynamic, progressive, quality atmosphere in which to work, play and live with an emphasis on <i>sustainable</i> growth

## Incentives and Disincentives

Many people will agree in principle that protecting and improving the environment is important. However, actually changing behavior is more difficult, especially if there are no incentives or disincentives to motivate particular changes.

Some of our recommendations are self-supporting. Use of energy savings devices provide their own reward as users quickly see the results in their utility bills. The challenge is to quantify the benefit. How much money would I save if I replaced all my incandescent light bulbs with fluorescent light bulbs? How about adding insulation or a radiant barrier to my house? How long would it take for solar panels on my building to pay for their cost?

Some recent reports of cost savings are sometimes surprising. The Wall Street Journal recently reported that a high end home constructed in Colorado using green building technology has utility bills in the \$100/month range compared to similar residences that are as much as \$1,000/month.<sup>16</sup>

Although the same article states that green features generally add 3% to 5% to the total cost of a new home, payback periods can be long. As an example, a tankless, electric water heater installed in a home in Dallas cost \$585 compared to a conventional tank's cost of \$188. At a savings of 730 kilowatts/year, the homeowner can expect to save \$58/year, or a payback period of approximately seven years at today's cost of energy.

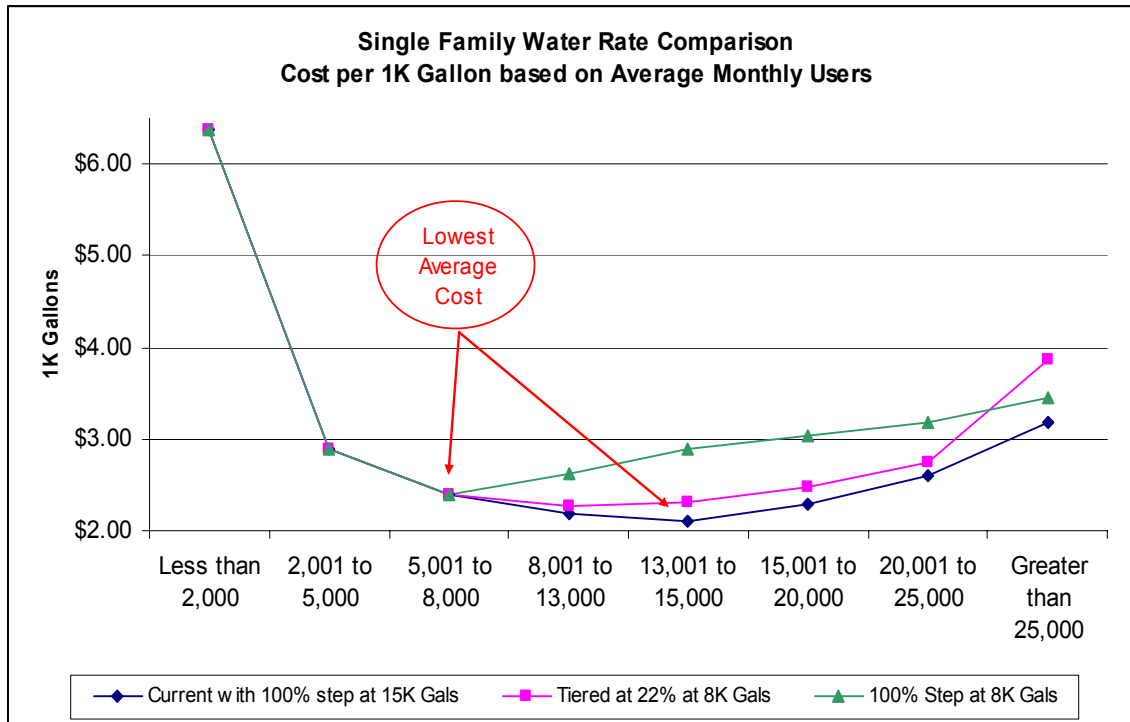
Determining the net benefit of making changes is sometimes difficult. When there is separation between the builder and the owner of the home or commercial building, the challenge is even greater. Builders have fewer incentives to concentrate on energy and water efficiency because their perspective may be short sighted compared to the life of the structure. They will not pay the utility bills and many buyers may be uninformed about the impact of builder choices on the energy efficiency of a structure. This is where government can play a critical role in realigning incentives. By codifying and encouraging sustainable building practices, the Town of Addison can ensure that the most clearly beneficial choices are made in new construction.

1. At a minimum, Addison should require green building standards such as LEED on new Addison buildings, and conduct a cost-benefit analysis of whether Addison-owned buildings should be converted to LEED standards. We have also recommended that the Town require new commercial developments comply with LEED standards.
2. One way to pay for subsidy programs is to increase the generation of revenue from other sources, such as more aggressive conservation pricing schemes for municipal services. For example, Addison could subsidize the purchase of water saving and energy saving devices and pay for those programs with more aggressive tiered pricing on waste generation and water usage.

### **An Example: Water Rate Structure**

One example of how the Town could encourage sustainable decisions by its constituents is the water rate structure. Current water rates discourage consumption of large quantities of water by single-family residential users by increasing the per gallon fee for consumption above 25,000 gallons. However, no such structure is in place for other types of users. Also, although large usage is discouraged, low usage is not encouraged because of minimum usage fees. Implementing a graduated (tiered) rate increase of 22% per 1000 gallons beginning at 8,000 gallons, would give residents greater incentives to conserve water by shifting the lowest cost per gallon to the 8,000-gallon usage level rather than the 15,000 gallons it is today. A similar result could be achieved by simply lowering the threshold in a stepped structure to 8,000 gallons from the current 15,000 gallons. Functionally, a tiered structure would result in a higher cost per gallon to the especially heavy users in the 25,000+ category.

Implementing a tiered rate structure with a 22% increase starting at 8,000 gallons (assuming no change in usage levels), or lowering the threshold of the current rate structure to 8,000 gallons would result in incremental water revenue of approximately \$100,000/year from single-family users alone. These funds could be dedicated to environmental programs or to reducing property taxes. Conservation rates should be utilized for all water users.



## Goals, Metrics and Reporting

Goals, metrics to measure those goals, and reporting of progress will determine the extent to which Addison achieves sustainability.

We recommend that the Town Council commission an annual report that details Addison's progress toward waste, air pollution and energy usage reduction. Each aspect of the final program should have a specific, measurable goal against which progress can be measured. For example, the Addison Arbor Foundation has a goal to plant 50 trees per year for the next 20 years. Another example is the City of Austin's goal of reducing water usage by 1% annually, which is implemented by its Water Conservation Task Force.<sup>17</sup>

Ideally, Addison should develop a comprehensive sustainability plan similar to the one developed by the City of Santa Monica, California. Santa Monica is similar to Addison as it is a small town of 8.3 square miles with a population of 84,000 residents within the vast metropolitan area of Los Angeles. It has a small airport and a large freeway that separates the city.

As an example of metrics adopted by other cities, the Austin Climate Protection Plan includes the following goals:

- Power 100 percent of city facilities with renewable energy by 2012.

- Reduce carbon dioxide emissions from entire city fleet by 2020 through use of electric power and non-petroleum fuels.
- Achieve 700 megawatts in savings through energy efficiency and conservation by 2020.
- Meet 30 percent of all energy needs through renewable resources by 2020.
- Commit to lowest-emission technologies for any new power plants and carbon dioxide reductions on existing plants.
- Boost energy efficiency in new homes and other buildings.
- Require energy efficiency improvements in existing homes and buildings when sold.

### **Committee Process**

The Committee's initial meetings were focused on brainstorming and consolidating ideas. Areas we explored included solid waste management, water usage, energy usage, green building codes and techniques, noise pollution, wildlife management, and air pollution.

The Committee also reviewed other programs operating in North Texas. We were briefed by city staff from Fort Worth, Dallas and Plano on their current environmental programs. Several Committee members attended a green building forum held in Dallas. The group toured Wal-Mart's experimental green store in McKinney, Texas. We conducted extensive research of cities outside of North Texas that operate robust environmental programs, some of which are detailed in the Appendix such as the City of Seattle<sup>18</sup>, Ashland, Oregon<sup>19</sup>, and Santa Monica, California<sup>20</sup>. Many of our recommendations have been implemented by these cities. Perhaps the staff of those cities could serve as a resource for Addison as it implements recommendations. Furthermore, Addison may consider coordinating its planning with surrounding communities that have an impact on air quality in Addison, for example.

We also recognized that Addison's size and location limit its ability to operate stand-alone programs, and for that reason recommend partnering with surrounding communities when feasible. We are also aware that Addison has for years conducted many, successful environmental programs and applaud the overall efforts.

This report would not be complete without words of recognition to acknowledge the cooperative attitudes and positive contributions made by the city staff to the Committee's overall efforts. We would also like to extend a special thanks to Lynn Chandler, Neil Gayden, Carmen Moran, and Randy Moravec for their extra efforts in supporting the Committee's numerous requests for information. Additional insights into the workings of the Town of Addison were provided by Diane Mallory, Jimmy Niemann, Aaron Russell, and Chris Terry. Their inputs were invaluable to our understanding of various Town of Addison processes. Lastly, we wish to express our sincere gratitude to the Town of Addison for "taking the chance" and giving us the opportunity to participate in the generation of this report. We hope our final product meets your expectations.

Committee members included Brad Bradbury (Group Facilitator), Albert Jandura (Assistant Group Facilitator), Jon Brinkley, Cheryl Lehnertz, Daniel Moulton, Judith Palmer, Becky Thompson, Diane Mallory (Councilmember), Jimmy Niemann (Councilmember), Ted Bernstein (P&Z Commissioner), Jamie Gaines (P&Z Commissioner), Lynn Chandler (Building Official-Staff Contact), Neil Gayden (Environmental Services Official-Staff Contact), Aaron Russell (Assistant Public Works Director-Staff Contact), and Chris Terry (Assistant City Manager-Staff Contact).

## **Final Thoughts**

We know that environmental choices involve tradeoffs and that Addison may be limited in its ability to make changes, and further, that it cannot make these changes in isolation to the larger environment of Dallas-Fort Worth ("DFW"). Addison is a small town and its environmental impact on the DFW Metroplex is limited. However, Addison is known for innovation and, as such, it can set an example for other communities to follow. We recognize that Addison must compete with other communities to maintain the health of its tax base. However, we contend that maintaining Addison as a desirable place to *work, play and live* is directly related to its environmental health and critical to its future. We believe that fully embracing the basic tenets of sustainable living, will enhance the quality of life for all those who choose to *work, play and live* in the community in addition to promoting Addison as a premier urban center.

## End Notes

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<sup>1</sup>US Conference of Mayors Climate Protection Page

<http://www.mayors.org/climateprotection/>

<http://www.coolmayors.com>

<sup>2</sup> International Council for Local Environmental Initiatives (ICLEI)

<http://www.iclei.org/>

<sup>3</sup> US Green Building Council, Leadership in Energy and Environmental Design (LEED)

<http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>

<sup>4</sup> UNEP Report on Buildings and Climate Change

[Download report](#)

<sup>5</sup> Energy Star Program

<http://www.energystar.gov/>

<sup>6</sup> Texas Agricultural Extension Service Landscape Water Conservation and Xeriscaping

<http://aggie-horticulture.tamu.edu/extension/xeriscape/xeriscape.htm>

EPA Greenscapes Program

<http://www.epa.gov/greenscapes>

Earth Kind

<http://earthkind.tamu.edu/>

<sup>7</sup> City of Austin Toilet Replacement Program

<http://www.ci.austin.tx.us/watercon/sftoilet.htm>

<sup>8</sup>Biodiesel Fueling Locations

<http://e85.whipnet.net/alt.fuel/biodiesel.stations.html>

Biodiesel Information from DFW Biodiesel, Inc.

<http://www.dfwbiodiesel.com/faq.html>

<sup>9</sup> <http://www.railtrails.org/index.html>

<sup>10</sup> Building Bins and Boxes for Yard Waste Compost by Michael P. Vogel, Ed.D

<http://www.montana.edu/wwwpb/pubs/mt9204.html>

<sup>11</sup> Why Recycle? Guide

<http://www.anjr.com/resources/whyrecycle.html>

<sup>12</sup> Texas Electric Choice Guide to Energy Providers in Texas

<http://www.powertochoose.org/>

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<sup>13</sup> US Green Building Council, Leadership in Energy and Environmental Design (LEED)  
<http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>

<sup>14</sup> Texas Agricultural Extension Service Landscape Water Conservation and Xeriscaping  
<http://aggie-horticulture.tamu.edu/extension/xeriscape/xeriscape.htm>

<sup>15</sup> Addison Arbor Foundation  
<http://www.addisonarbor.org/>

<sup>16</sup> "The Green House Effect," *The Wall Street Journal*, January 26, 2007, p. W1.

<sup>17</sup> City of Austin Water Conservation Taskforce  
<http://www.ci.austin.tx.us/watercon/taskforce.htm>

<sup>18</sup> City of Seattle Climate Action Plan  
<http://www.seattle.gov/climate/>

<sup>19</sup> City of Ashland, Oregon, Conservation Programs  
<http://www.ashland.or.us/Page.asp?NavID=1366>

<sup>20</sup> City of Santa Monica Sustainable City Plan  
<http://santa-monica.org/epd/scp/>